

20 September 1983

MEMORANDUM FOR: DD/OP/PA&E

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FROM: [REDACTED]
C/HRPS

SUBJECT: FY 1986 Initiatives - HRPS

1. EEO MODELING: For several years, the Office of Personnel (OP) has been providing analytical support from within present resources to OGC through the application of statistical models and basic statistics using Office of Personnel data bases. This effort was undertaken to determine the validity of salary discrimination claims made in two active Agency EEO suits. In 1980, OGC requested OP to analyze current and historic personnel data to determine if there had been any disparate treatment of female professionals with respect to salary equity in the Intelligence Directorate (DDI). Working with the Office of Data Processing (ODP), OP extracted data bases and, through the application of linear models, demonstrated that there was no statistical evidence of salary inequity for the classes of female and male professionals. This effort, we understand, was very helpful in the favorable settlement of an EEO suit which could have been very costly to the Agency. Later, OP was requested to apply this same linear modeling technique to an EEO case in another directorate. Although the two EEO suits have now been settled, OGC has informally requested OP to complete the analysis for the second case and expand the analytic effort to meet the OGC defined litigation threats in hiring, promotion, age and minority discrimination, and to improve the data bases from which analyses are derived.

a. Benefits: The application of statistical EEO modeling would result in many benefits, such as: identifying past disparate treatment of identifiable groups; improving the Agency's EEO analysis response time; and quantifying and reducing the historical OP data base error rate to meet legal requirements. In addition, it is possible that an EEO modeling effort of this scope would provide insights concerning past trends in management practices that could be improved through current corrective management actions. This activity is now, and has been, conducted at the expense of other valid personnel requirements, such as: forecasting and monitoring manpower flows; planning toward non-monetary employee satisfaction; the regular standard and special reports from the data base; and developing new OP systems and improving existing OP systems. Unfortunately, the OP employees who perform these functions are the same ones who would provide the "EEO" support desired by OGC. All of these functions require a varying mix of statistical/programming/data base knowledge that is very scarce in OP.

~~ADMINISTRATIVE - INTERNAL SECURITY~~

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b. Resources:

1.

GS-14 Operations Research Analyst
 GS-13 Statistician
 GS-11 Statistician
 GS-11 Personnel Info Systems Specialist
 GS-09 Personnel Data Technician

2. Consultant fees of \$15,000

2. PROFESSIONAL CAPABILITY MAINTENANCE: At a time when the significance of the Staff's quantitative analysis products is growing, it is particularly important that we build and maintain alternative modeling and forecasting techniques. The training and travel funds should help to build technical capabilities (Hewlett-Packard programming, SAS, Linear modeling, matrix flows, etc.). A modest amount of funding for books and periodicals should help to maintain professional currency, and consultant funding will ensure that we can access analytical capabilities. This activity was initiated in FY 1985 and is expected to continue into FY 1986 at approximately the same level. Resources involve:

Domestic travel	\$ 1,000
Consultant fees	10,000
External training	5,000
Book and journal purchases	500

3. STUDENT-TRAINEE: The existing mission and functions of OP require employees with a mixture of statistical/programming/data base skills that we have never been able to satisfy. In fact, the components utilizing these skills have historically stolen employees from each other because of their scarcity. A critical problem for OP is locating and attracting additional employees with the necessary skills to perform the research and quantitative analysis that is growing in amount and priority. The competition for statistical/computer skilled employees is very substantial outside the Agency and, therefore, even more heated within the Agency. This program would provide for the training and development of a mathematics/statistics student in anticipation of becoming an additional employee in a critical area, upon graduation. In addition, smaller self-contained studies would be designed to ensure that a trainee would perform work useful to OP.

4. ADP EQUIPMENT: By FY 1986 an additional Delta Data 7260 terminal and medium speed printer will be required for HRPS. Increasing use of statistical and modeling packages that can be accessed through VM such as SAS, SPSS, and DYNAMO, will require constantly increasing terminal time on an interactive basis. HRPS has only one terminal at this time, but has not been fully staffed for several years. Even without the other requested FY 1986 HRPS manpower increases, full FY 1986 HRPS staffing will require the additional terminal to be fully productive.

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(20September1983)

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